

APPENDIX H: IN-DEPTH INTERVIEW GUIDE WITH USAID REPRESENTATIVES

Date:

Interviewer:

Interviewee:

Title:

Location:

Name of Office/Mission:

General Statement: The Advisory Committee of Voluntary Foreign Aid is conducting an assessment of the current state of the USAID-PVO relationship, as a way of recording progress, and highlighting areas requiring further attention. This Assessment is timed as the current ACFVA completes its term, and as a planning resource for the next Committee. *We strongly encourage you to elaborate on your answers.*

Before we begin, could you please characterize your experiences working with USAID, PVOs and NGOS, particularly over the past few years?

A. Management and Program Responsibility

1. Over the past four years, have you personally been engaged, or otherwise become familiar, with PVO and/or NGO-supported activities?

with USAID field Missions? Yes ☐ No ☐

with USAID/Washington? Yes ☐ No ☐

2. Which of the following activities best describe your working relationship with PVOs/NGOs over the past four years?

- ☐ global strategy formulation
- ☐ country-level strategy formulation
- ☐ design and development of particular PVO-USAID program
- ☐ negotiation of particular PVO-USAID program
- ☐ implementation of particular PVO-USAID program

3. Which program priorities best describe these efforts?

- ☐ improving health and family planning
- ☐ protecting the environment
- ☐ promoting economic growth (includes training and microenterprise)
- ☐ supporting democracy
- ☐ humanitarian relief efforts

4. On a percentage basis, which PVO/NGO procurement instruments were utilized by your USAID management unit?

____% Grant + ____% Cooperative Agreement + ____% Contract = 100%

B. Overall Assessment

1. On a scale of 1 to 5, have you found the USAID-PVO relationship strengthened over the past four years?

Weaker		No change		Stronger
1	2	3	4	5

Please elaborate on the major changes contributing to your assessment:

C. Program Priorities

1. To what extent do your PVO partners and USAID presently share a common development agenda?

<input type="checkbox"/> Very little	<input type="checkbox"/> Substantial common ground
<input type="checkbox"/> Some common ground	<input type="checkbox"/> Great common agenda

Please explain:

2. How has this common agenda changed over the past four years?

☐ No change

☐ Moderate gains in common agenda

☐ Major gains in common agenda

Please explain:

3. In the program areas where you work, do you have greater or less commonality of interests today, compared with four years ago?

	Not Applicable	Less	Greater
improving health and family planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
protecting the environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
promoting economic growth (includes training and microenterprise)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
supporting democracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
humanitarian relief efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please explain:

4. Do PVOs and USAID share greater geographic/regional interests today as compared with four years ago?

☐ Yes ☐ No

5. Which common regional interests have been strengthened/weakened?

	Not Applicable	Weakened	Strengthened
Africa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eastern Europe/ Former Soviet Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Middle East	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Latin America and Caribbean	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please explain:			

6. Do PVOs share more common views with USAID on development approaches (e.g. participatory development and gender analysis) today as compared with four years ago?

☐ Little common view ☐ moderate ☐ great commonality

Please explain:

D. Consultation and Dialogue.**1. Has there been a change in your PVO partners' willingness to express their views on development?**

☐ Less willing ☐ No change
☐ Somewhat more willing ☐ Very willing

Please explain:

2. To what degree have you consulted with your PVO partners regarding your strategic directions?

☐ Not at all ☐ Not much
☐ Moderate consultations ☐ Major consultative process

Please explain whether and how it has influenced your strategic directions:

3. Have you considered your PVO partners' views concerning program priorities and geographic interests?**Program:**

☐ Not at all ☐ A little ☐ Moderate amount ☐ Listened attentively

Geography:

☐ Not at all ☐ A little ☐ Moderate amount ☐ Listened attentively

Please explain how this has affected your programs:

4. On a scale of 1 to 5, how much have you considered your PVO partners' concerns regarding USAID's administrative processes and requirements PVO programs?

Not at all 1 2 3 4 5 Most attentive

Please explain

5. When and in what fora have these discussions taken place?
6. What are the most effective fora for an exchange of views with your PVO partners?
7. Please provide a concrete example of how you have been more responsive to PVO concerns.
8. What constraints exist which inhibit a greater degree of consultation with your PVO partners?

E. Substantive Collaboration.

1. Please cite specific examples of discrete program collaboration with your PVO partners in the following areas. Explain what worked well and what less so, and why.
- A. The four elements of sustainable development (health and population, environment, economic growth and democracy/governance)
 - B. Humanitarian assistance
 - C. Disaster relief
 - D. Transitions from relief to development
 - E. Women in sustainable development
 - F. The New Partnerships Initiative
 - G. Local NGO strengthening

F. Public Outreach.

1. Do your PVO partners undertake activities to inform the American public about the importance of development, developing countries, and foreign aid?

☐ Yes ☐ No

Please elaborate on these activities:

2. Have your PVO partners joined with USAID in any of the following programs?

- ☐ Development Education Program (Biden-Pell)
- ☐ Lessons Without Borders
- ☐ Other

How effective have these programs been?

3. What other roles have, and should, PVOs play in better educating the American public?

G. Reengineering and PVOs.

1. What does USAID reengineering mean to you?

2. Has USAID reengineering helped the USAID-PVO Partnership?

Please explain:

3. Has USAID's reengineering effort improved your PVO partners' ability to carry out development?

- ☐ Don't know ☐ Moderate improvements
- ☐ None ☐ Major improvements

Please explain:

4. Are PVOs now more reliable and efficient development partners, as a result of reengineering?

- ☐ No ☐ Moderately more reliable/efficient
- ☐ Much more reliable/efficient

Please explain:

5. Are USAID budgeting and financial management processes and practices clearer and more efficient for your PVO partners?

- ☐ No ☐ Moderately clearer/more efficient
- ☐ Much clearer/more efficient

Please explain:

6. Are lines of authority and decision-making clearer and more decentralized as they relate to PVO programs?

- ☐ No ☐ Moderately ☐ Much clearer/decentralized

7. Do you have any other observations regarding how USAID's reengineering efforts affect your PVO partners?

- ☐ Yes ☐ No

If yes, please explain:

H. Procurement Reform.

1. Have you found it easier to register or maintain registration for PVOs, as a result of procurement reform?

☐ No ☐ Moderately easier ☐ Substantially improved

2. Are the distinctions between the three procurement tools (grants, cooperative agreements, and contracts) clear to you?

☐ No ☐ Somewhat clear ☐ Very clear

3. Do you find it simpler and faster to **design and develop** new PVO programs from:

Grants?	<input type="checkbox"/> No	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Yes
Cooperative Agreements?	<input type="checkbox"/> No	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Yes
Contracts?	<input type="checkbox"/> No	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Yes

Please explain and provide concrete examples. Quantify any time savings if possible.

4. Do you find it simpler and faster to **negotiate** new PVO programs from:

Grants?	<input type="checkbox"/> No	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Yes
Cooperative Agreements?	<input type="checkbox"/> No	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Yes
Contracts?	<input type="checkbox"/> No	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Yes

Please explain and provide concrete examples. Quantify any time savings if possible.

5. Do you find it simpler and faster to **effectively implement** new PVO programs from:

Grants?	<input type="checkbox"/> No	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Yes
Cooperative Agreements?	<input type="checkbox"/> No	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Yes
Contracts?	<input type="checkbox"/> No	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Yes

Please explain and provide concrete examples. Quantify any time savings if possible.

6. Do you find USAID procurement policies and practices improved and consistently applied?

☐ No ☐ Moderately improved and consistent
☐ Very much improved and consistent

Please explain:

7. What remaining observations and suggestions do you have regarding USAID procurement policies and practices?

I. PVO Changes

1. In what ways have your PVO Partners strengthened themselves over the past four years?
2. How would you characterize these organizations today, when compared with four years ago?

	No changes	Moderate	Major improvements
Financial independence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operational capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please explain:

3. Has USAID affected any of these changes?
4. What plans do your PVO partners have for further strengthening, and how does USAID intend to be supportive?

J. NGO Strengthening.

1. Do you place a high priority on strengthening and partnering with local NGOs?
- ☐ No ☐ Some importance ☐ Extremely important

Please explain why:

2. Have you provided direct support to strengthening local NGOs?
- ☐ No ☐ Some support ☐ A lot

Please explain what you have done to strengthen local NGOs:

3. Have your PVO partners given priority and support to local NGOs?
- ☐ No ☐ Some ☐ Very important and supportive

Please explain:

4. Do you think US PVOs have an important role to play in strengthening local NGOs?
- Please explain:

- 5.** How have NGOs that you work with strengthened their capabilities over the past four years?

	No changes	Moderate	Major improvements
Financial independence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operational capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please explain:

- 6.** What further steps would you recommend USAID and PVOs take to strengthen local NGOs?

K. Other

- 1.** What other improvements have you found in the USAID-PVO relationship?
- 2.** What are the most important actions that USAID needs to take over the next few years to improve its part of the Partnership?
- 3.** What are the most important actions that PVOs need to take over the next few years to improve their part of the Partnership?